



Juvenile Justice Facilities Strategic Plan

Joint Legislative Oversight Committee on Justice and Public Safety

April 10, 2014

Presented by the Division of Adult Correction and Juvenile Justice

Presentation Overview

- ✓ Directives
- ✓ Plan Objectives
- ✓ Process of plan development
- ✓ Details of plan recommendations
- ✓ Long-term plans and recap

Two Directives

- ✓ October 10, 2014 Joint Legislative Oversight Committee on Justice and Public Safety meeting
 - ✓ In lieu of \$1.7M Dobbs kitchen renovation, JPS Oversight directed DPS to study Juvenile Justice facilities and report back on a facilities strategic plan
- ✓ G.S. 143B-806(b), which states that the “Secretary shall...
 - (1) Give leadership to the implementation as appropriate of State policy that requires that youth development centers be phased out as populations diminish.
 - (2) Close a State youth development center when its operation is no longer justified and transfer State funds appropriated for the operation of that youth development center to fund community-based programs, to purchase care or services... in community-based or other appropriate programs, or to improve the efficiency of existing youth development centers, after consultation with the Joint Legislative Commission on Governmental Operations.
 - (4) Operate juvenile facilities and implement programs that meet the needs of juveniles receiving services and that assist them to become productive, responsible citizens.
 - (17) Study issues related to qualifications, salary ranges, appointment of personnel on a merit basis, including chief court counselors, court counselors, secretaries, and other appropriate personnel, at the State and district levels in order to adopt appropriate policies and procedures governing personnel.”

Mission

The mission of the juvenile justice system in North Carolina is to reduce and prevent juvenile delinquency by effectively operating an integrated, comprehensive juvenile justice system that intervenes, educates, and treats youth in order to strengthen families and increase public safety.

The Facilities Strategic Plan...

- ✓ Is actually more than a “facilities” plan, is a comprehensive “blueprint” of proposed operations of the juvenile justice system in NC
- ✓ Was developed by a collaborative and comprehensively-represented group of leaders from areas throughout the department and from across the state
- ✓ Contains:
 - ✓ A short history of juvenile facilities in North Carolina, as background to how the juvenile justice system has expanded and evolved;
 - ✓ A description of national and state trends in juvenile justice;
 - ✓ A description of the juvenile justice process, including the comprehensive strategy in use by juvenile justice that ties together in a continuum court services, facility operations and community programs;
 - ✓ The overall objective of the division’s strategic plan for juvenile facilities and other operations;
 - ✓ The plan’s impact on juvenile treatment services and programs;
 - ✓ The fiscal impact, as it pertains to staff and budget; and
 - ✓ A look at the future, and the opportunities available for expanded capacity should changes occur in the juvenile age or if other unforeseen population changes should occur.

The Strategic Plan also...

- ✓ **Acknowledges** the history and uniqueness of the juvenile justice system in North Carolina;
- ✓ **Invests** in and capitalizes on previous state financial commitments - multi-uses, use of facilities already invested in;
- ✓ **Enhances** operations by utilizing safer and more secure facilities, makes more cost efficient;
- ✓ **Reinvests** by shifting youth development center cost savings to evidence-based practices, including community-based programs;
- ✓ **Preserves** best practices in treatment and education, using established principles of effective programming; and
- ✓ **Plans** for the future.

Current Juvenile Justice Facilities in NC include...

- ✓ Four youth development centers
Chatham, Dillon, Dobbs, and Stonewall Jackson
- ✓ Six state detention centers
Alexander, Cumberland, Gaston, New Hanover, Pitt, and Wake
- ✓ Three county-owned and operated detention centers
Durham, Forsyth, and Guilford
- ✓ Five multipurpose juvenile homes
Chowan, Hertford, Macon, Robeson, and Wayne counties
Former Buncombe Detention Center is being converted to multipurpose home
- ✓ Three Level 2 residential programs
Montgomery, Vance, and Wilkes counties
- ✓ Two Transition Homes
Craven County (males)
Wake County (females)

The Strategic Plan Recommends To...

- ✓ **Close** two youth development centers
 - ✓ C.A. Dillon; and
 - ✓ Dobbs;
- ✓ **Re-open** two newer, more secure, recently-funded youth development centers
 - ✓ Lenoir; and
 - ✓ Edgecombe;
- ✓ **Expand:**
 - ✓ Two re-opened newer youth development centers (12 additional YDC beds)
 - ✓ Lenoir and Edgecombe;
 - ✓ One existing newer, more secure youth development center (12 additional YDC beds)
 - ✓ Chatham; and
 - ✓ The remaining portion of a renovated building at Stonewall Jackson YDC
 - ✓ McWhorter Building located at Stonewall Jackson YDC, called phase 2, for 16 additional YDC beds;
- ✓ **“Reinvest”** funds from closed YDCs and use existing appropriated funds to:
 - ✓ Open 16 new crisis beds;
 - ✓ Open five new transitional homes, totaling forty 40 beds; and
 - ✓ Fund expanded reentry services;
- ✓ Make minor changes to **detention centers**
 - ✓ Relocation of Gaston to Kirk at Stonewall Jackson YDC
 - ✓ Additional direct care staff

The Strategic Plan Recommends To...

- ✓ **Complete investments and utilization** of currently-underway improvements and previously appropriated funds, and to increase utilization of “multi-use” facilities through:
 - ✓ Renovations to the Stonewall Jackson YDC McWhorter Building located at Stonewall Jackson YDC (phase 1);
 - ✓ Renovations to the Kirk Building located at Stonewall Jackson YDC to replace the Gaston Detention Center;
 - ✓ Renovations to the C.A. Dillon YDC “D Housing Unit” for crisis beds; and
 - ✓ Renovations to the closed Buncombe Detention Center to convert to a multi-purpose home;

The Strategic Plan Recommends To...

- ✓ Reclassify identified positions in order to create a cost savings and to provide staff with an established career path;
- ✓ Enhance detention center operations with 2 additional direct care staff at each detention center; and
- ✓ Study the current youth transportation operations to enhance public safety and efficiencies.
- ✓ Implement the proposed changes over a 1-1/2 year period (beginning in November, 2014 and concluding in July, 2016).

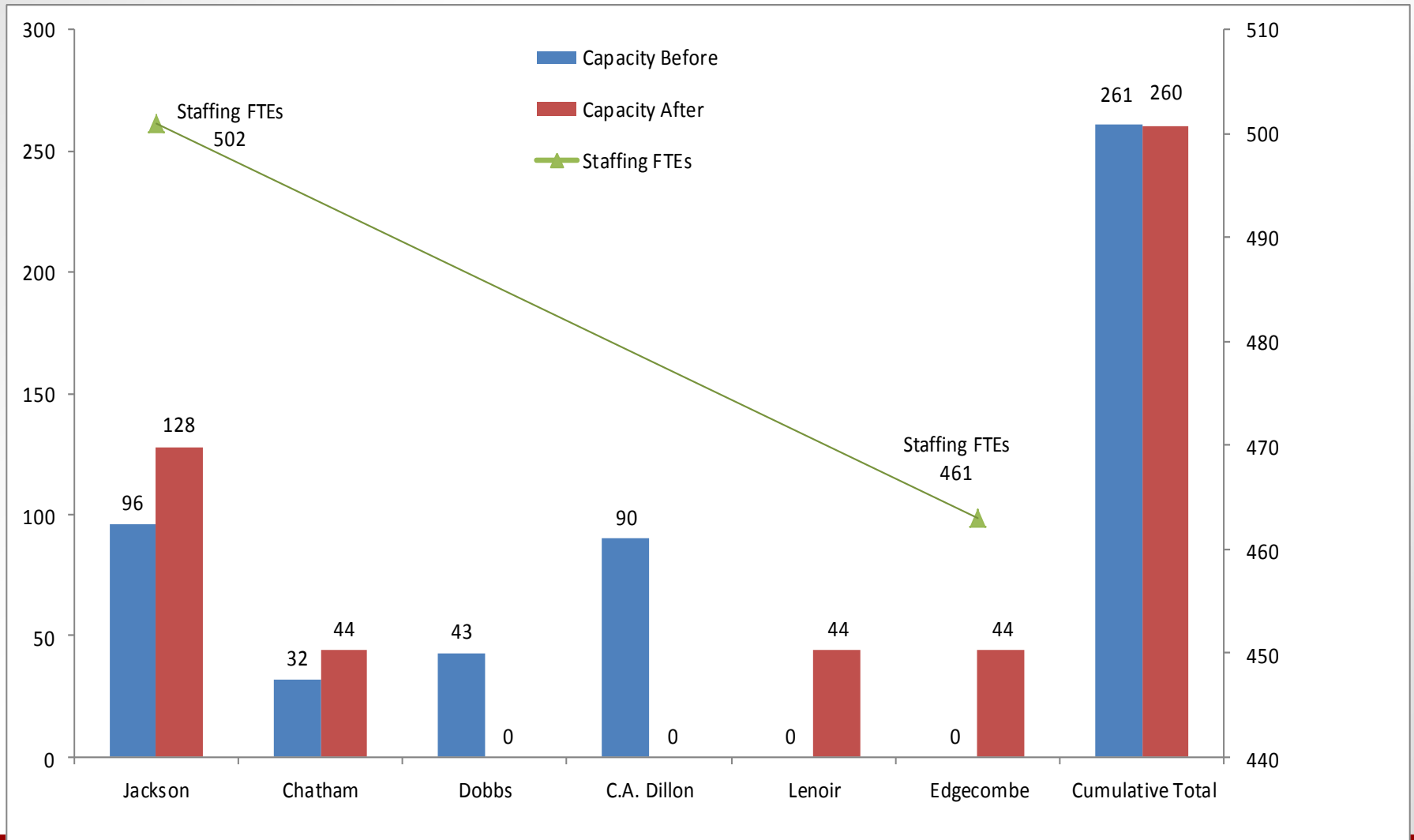
The Strategic Plan Results In...

- ✓ An overall reduction in YDC bed capacity by one;
- ✓ An increase in detention center bed capacity by eight;
- ✓ An increase in community-based programs capacity (crisis and transition beds) of 56, and in-home reentry services for an additional 150 youth and families;
- ✓ An increase in multi-purpose home bed capacity by eight utilizing existing resources for capital improvements and operations;
- ✓ A reduction in 41 YDC positions; and
- ✓ A net reduction of annual operating cost of more than \$690,954. “Net” means that this reduction amount includes the transfer of YDC closure funds to community-based programs, as well as the reduction of 41 positions.

Fiscally, this Strategic Plan Recommends To...

- ✓ **Fund no new costs for capital improvements** for the modification and expansion of facilities. Instead, the proposed facility modifications and expansions will be made through the *use of the \$1.7 million in repair and renovation funds previously appropriated for the Dobbs kitchen renovations.*
- ✓ **Fund no start-up costs** for the re-opening of facilities through the department's utilization of existing furniture and equipment made available from the closure of youth development centers as well as recently closed adult facilities;
- ✓ **Fund no new operating costs** for the re-opening of facilities through the “transfer” of funding from closed youth development centers to the new and expanded facilities (G.S. 143B-806(b));
- ✓ **Fund no new costs to support the operation of crisis beds**, as those costs will be supported through existing appropriated funds;
- ✓ **Fund no new positions** to staff the re-opened and expanded facilities, as the funding source for those positions will be made available from the closed youth development centers (G.S. 143B-806(b)) ; and
- ✓ **Utilize the realized reduction funds** as a funding source to enhance detention center operations and if possible, transportation operations, to be analyzed and determined in the near future (G.S. 143B-806(b)).

Youth Development Centers



Item	Current #	Proposed #	Current Bed Capacity	Proposed Bed Capacity	Change	Current FTEs	Proposed FTEs	Change
Youth Development Centers	4 Chatham, Jackson, Dillon, Dobbs	4 Chatham, Jackson, Edgecombe, Lenoir	261	260	-1	502	461	-41
State Detention Centers	6 Alexander, Cumberland, New Hanover, Pitt, Wake, Gaston	6 Alexander, Cumberland, New Hanover, Pitt, Wake, Kirk @ Jackson	126	134	+8	164	176	12
Multi-Purpose Homes	5 Chowan, Hertford, Macon, Robeson, Wayne	6 Chowan, Hertford, Macon, Robeson, Wayne, Buncombe	40 beds	48 beds	+8	Contracted	Contracted	0
Residential Programs	3 Montgomery, Vance, Wilkes	3 Montgomery, Vance, Wilkes	62 beds	62 beds	0	Contracted	Contracted	0
Transitional Homes	2 Craven, Wake,	7 Craven, Wake, Durham, Cumberland, Guilford, Mecklenburg, Burke	11	51	+40	Contracted	Contracted	0
Community-Based Re-Entry Services	0	Statewide	0	150	+150	Contracted	Contracted	0
Crisis Beds	0	Granville (CA Dillon)	0	16	+16	Contracted	Contracted	0

Juvenile Justice Reinvestment

Improved Focus on Juvenile Justice Reinvestment

- G.S. 143-806 directs the Department to shift cost to community-based programs and other evidence-based programs through the following three major objectives

Juvenile Justice Objectives

Prevention (Pre-Commitment)

Prevent youth from entering YDCs

Family (During commitment)

Provide intensive services to youth's families

Reentry (Post-Release)

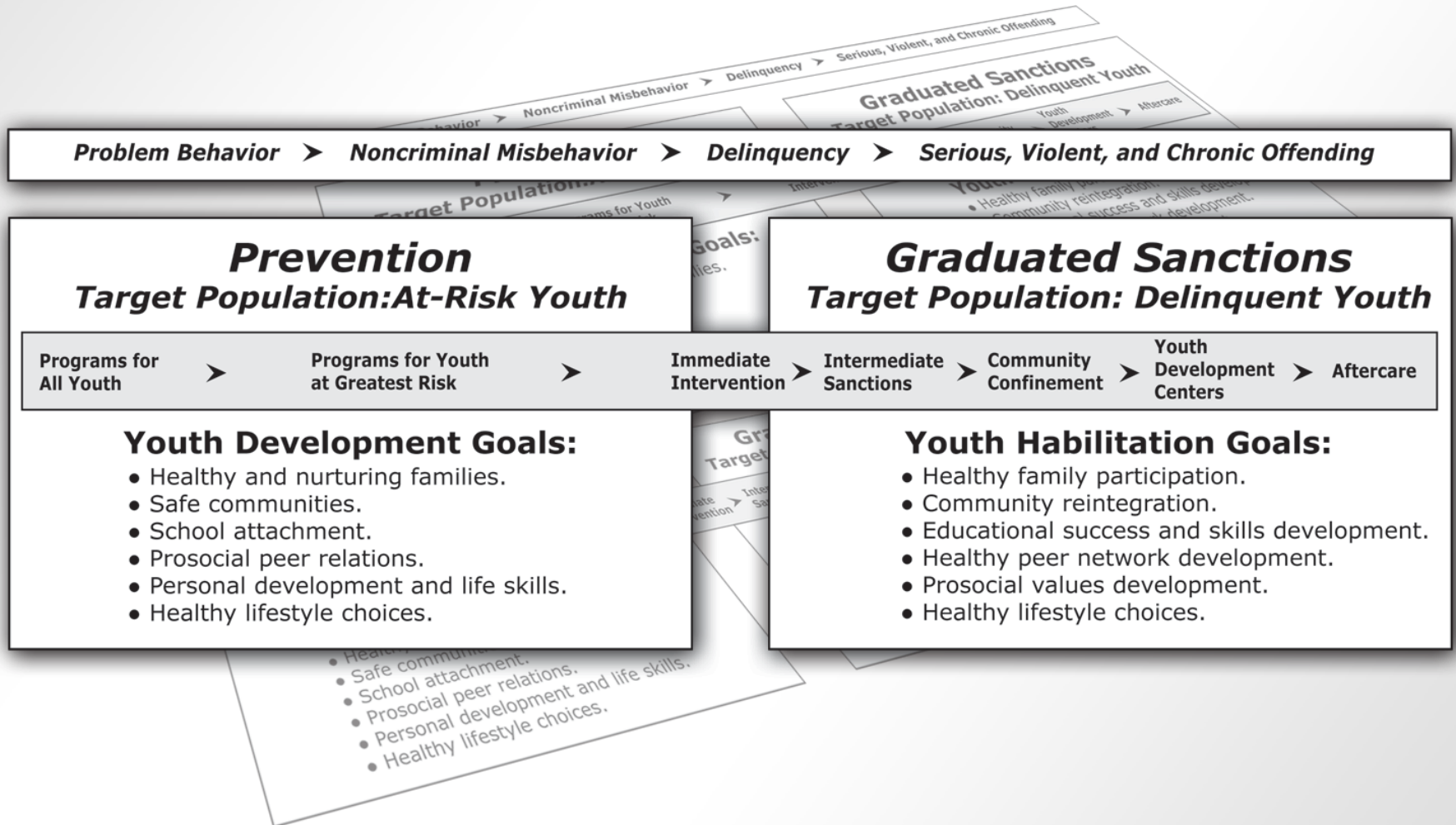
Provide reentry services for youth leaving YDCs

Tools – Reinvestment Needed \$3.625M Annually

- Intensive Case Management
 - Use of Crisis Beds
- Family Intervention and training
 - Post-Release Planning
- Post-Release Services (Including transitional homes, community-based reentry services)



Overview of Comprehensive Strategy for Juvenile Justice



Current Community-Based Services

- ✓ Juvenile Crime Prevention Council (JCPC) Programs
- ✓ Residential Programs
- ✓ Restorative Programs
- ✓ Clinical Treatment Programs
- ✓ Structured Activities

Current Community-Based Services

- ✓ Level II Contractual Services
 - ✓ In-Home Community-Based Services
 - ✓ Short-Term Residential Programs
 - ✓ Transitional Homes
 - ✓ Alternatives-to-Commitment Projects

Reinvestment into Community-Based Services

- ✓ Prevention
 - ✓ Crisis Beds
 - ✓ Multipurpose Juvenile Homes
- ✓ Commitment
 - ✓ Parenting Classes
- ✓ Reentry
 - ✓ Transitional Homes
 - ✓ In-Home Transitional Services
- ✓ Intensive Case Management

Conclusion

- ✓ Recap of important plan items and goals
- ✓ Future Needs
- ✓ Final Comments

Questions?